



**Government of the
District of Columbia**

DIVISION OF TRANSPORTATION

**Strategic Plan
FY 2002-2004**

Status of Plan

- This is the District Division of Transportation's FY 2002- 2004 Strategic Plan. If you would like to provide comments on this plan please contact:

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Mission Statement

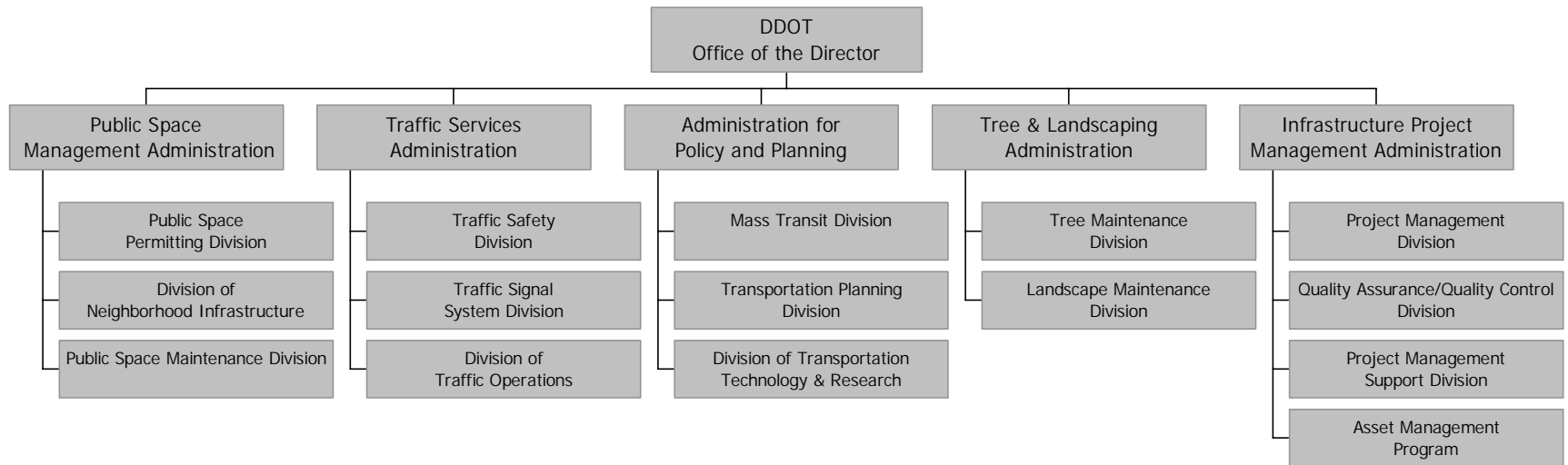
District Division of Transportation Mission Statement

The mission of the District Division of Transportation is to provide reliable transportation facilities and services for residents, visitors, commuters and businesses so they can move safely and efficiently, while enhancing the District of Columbia's quality of life and economic competitiveness.





Organizational Structure



DDOT Scorecard Goals

■ Scorecard Goal 1

Plant new trees to enhance the District's green spaces and neighborhoods

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	2,500	6,000	4,000	4,000	4,000
Actual	1,993	5,500	4,133	--	--

DDOT Scorecard Goals

■ Scorecard Goal 2

Resurface blocks of streets and alleys

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	n/a	200	200	200	200
Actual	n/a	371	676	--	--

DDOT Scorecard Goals

■ Scorecard Goal 3

Percent of utility cuts complete within permit timetable

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003
Target	n/a	n/a	80.0	85.0	85.0
Actual	n/a	n/a	95.1	--	--

DDOT Strategic Goals

- Goal 1: The division will work with external agencies and internal processes to eliminate barriers so that the organization will be fully staffed with individuals with the necessary skills and able to obtain necessary contractual resources.
- Goal 2: The division will reduce vehicular, bicycle and pedestrian accidents and injuries by 4 % each year, from FY 2001 to FY 2006.
- Goal 3: The division will increase the number of trips taken using alternate modes of transportation, including mass transit, pedestrian, bicycles and high occupancy vehicles by 4 % each year, from FY 2001 to FY 2006.

DDOT Strategic Goals, cont'd

- Goal 4: As the demand for transportation services increases, the division will implement alternative strategies and increase overall system capacity to maintain or decrease current congestion levels.
- Goal 5: The division will maintain 70 % of the District of Columbia's streets, bridges, trees and sidewalks to a level that will rank good or excellent under the DDOT Infrastructure Quality Index.
- Goal 6: By 2006, 70 % of individuals polled will rate the division services as good or better.

***Goal 1:* The division will work with external agencies and internal processes to eliminate barriers so that the organization will be fully staffed with individuals with the necessary skills and able to obtain necessary contractual resources.**

Citywide Priority Supported:

- Making Government Work

- Manager: Elizabeth Valencia, Administrator for Management Support
- Supervisor: Kevin Anderson, Chief of Staff
- Major Initiatives Supporting Goal 1
 - *Professional Capacity Building for Project Management (2001 – 2004)*
 - *Administrative Services Modernization Project (2001 – 2006)*

***Goal 2:* The division will reduce vehicular, bicycle and pedestrian accidents and injuries by 4 % from FY2001 - 2006.**

- Citywide Priority Supported:
 - Making Government Work
 - Building and Sustaining Healthy Neighborhoods
- Manager: Abdul Sleemi, Chief, Traffic Safety/Carole Lewis, Highway Safety Program Coordinator
- Supervisor: Wilhelm Der Minassian, Associate Director/Chief Traffic Engineer
- Major Initiatives Supporting Goal 2
 - *Develop a Comprehensive Transportation Safety Plan (2001)*
 - *Improve School Zone signage, markings and traffic calming techniques (2001 - 2002)*
 - *Develop and begin implementing a city-wide traffic calming program (2001 - 2005)*



***Goal 3:* The division will increase the number of trips taken using alternate transportations, including mass transit, pedestrian, bicycles and high occupancy vehicles by 4 % from FY2001 - 2006.**

- Citywide Priority Supported:
 - Making Government Work
 - Building and Sustaining Healthy Neighborhoods
- Managers: Alex Eckmann, Administrator for Mass Transit and James Sebastian, Bicycle Program Coordinator
- Supervisor: Ken Laden, Associate Director for Transportation Policy and Planning
- Major Initiatives Supporting Goal 3
 - *Prepare a Comprehensive Bicycle Plan (2002)*
 - *Construct Anacostia Riverwalk Trail (2002 - 2005)*
 - *Participate in Transit-Oriented Development Taskforce (2002)*
 - *Completion of a Transit Study for the District of Columbia (2002)*



***Goal 4:* As the demand for transportation services increases, the division will implement alternative strategies and increase overall system capacity to maintain or decrease current congestion levels.**

- Citywide Priority Supported:
 - Making Government Work
 - Building and Sustaining Healthy Neighborhoods
- Manager: William McGuirk, Chief, Traffic Signal System
- Supervisors: Wilhelm DerMinassian, Associate Director
- Major Initiatives Supporting Goal 4
 - *Conduct traffic management studies to correct high accident locations (2002 - 2005)*
 - *Develop and Implement Integrated Traffic Management System to optimize traffic flow and improve accident/incident response times (2002 – 2005)*
 - *Implement Transportation System management measures to reduce congestion (2002 – 2003)*



***Goal 5:* The division will maintain 70 % of the District of Columbia's streets, bridges, trees and sidewalks to a level that will rank good or excellent under the DDOT Infrastructure Quality Index.**

- Citywide Priorities Supported:
 - Making Government Work
 - Building and Sustaining Healthy Neighborhoods
- Managers: Robert Marsili, Chief, Public Space Maintenance/Mark Buscaino, Chief, Trees Management/John Flemming, Asst Project Team Leader
- Supervisors: Luke DiPompo, Acting Chief Engineer/Lars Etzkorn, Associate Director for Public Space Management
- Major Initiatives Supporting Goal 5
 - *National Highway System Asset Management Contract (Annual review July 2002)*
 - *Ward-by-ward tree trimming (December 2001)*
 - *National Capital Infrastructure Fund Local Road Paving (December 2001)* ★



Goal 6: By 2006, 70% of individuals polled will rate the department services as good or better.

- Citywide Priority Supported:
 - Making Government Work
- Managers: Associate Directors or Kevin Anderson, Chief of Staff
- Supervisor: Dan Tangherlini, Acting Director
- Major Initiatives Supporting Goal 6
 - *Alignment of DDOT operations into ward-based teams focusing on planning, project management, and maintenance. (April 2002)*

Environmental Assessment

- Issue #1: The Division's ability to maintain the District's transportation infrastructure and services is adversely impacted by its non-competitive salary structure and the declining supply of skilled employees.
- Issue #2: The Division is challenged to meet the increase in public expectations for more improved and expanded services with current resources.
- Issue #3: The population of the District of Columbia is increasing, as are the number of visitors; this will intensify the demand for 24-hour transportation services, which will threaten the physical and operational capacity of transportation systems.

Environmental Assessment cont'd

- Issue #4: The size and diversity of revenues devoted to transportation are not growing as fast as the demand for services; therefore the division's backlog for the provision of services can be expected to increase in the future.
- Issue #5: The lack of public and private sector investment resulted in a previous policy of deferred maintenance on aging infrastructure, and will result in increased disruption and expense to restore the District's infrastructure.
- Issue #6: The lack of integrated and coordinated management systems, and an overemphasis on process and control, results in limited accountability, cumbersome and limited reporting capability, creates external and internal bottlenecks, which restricts the flow of accurate information necessary for decision making.



External Stakeholder Engagement

During FY 2001 DDOT has met on a regular basis with stakeholders that are directly affected by its policy and programs

- Federal Highway Administration (FHWA) – DC Division office
- American Road and Transportation Builders Association (ARTBA)
- Washington Area Bicyclist Association (WABA)
- Architectural/Engineering Council
- Advisory Neighborhood Commissions (ANC)
- Downtown DC Business Improvement District (DC BID)
- Golden Triangle BID

Citizen Summit Input

- Citizens expressed that they want to support economic growth, but it should be balanced and distributed across the city. To that effect, DDOT will invest significant resources into the Anacostia Waterfront Initiative:
 - the construction of the Anacostia Riverwalk
 - the study and eventual construction of large infrastructure projects at Barney Circle and the South Capitol Street Bridge.
- Traffic was identified as a major concern, with the need for a comprehensive, government-wide strategy. DDOT will undertake the following actions to address this issue:
 - Implement signage improvements (Gateway, Wayfinding and Heritage Trails signs)
 - Use the agency website to proliferate traffic information (traffic cams, maps with routing information)